EASY ACCESS ENGLISH

LEADERSHIP CAPABILITY

Activity One – Read the following two paragraphs from Ikea's Leadership manual.

1. Our six core Leadership Capabilities represent

The necessary skills, knowledge and capabilities to

Develop leaders at IKEA.



2. The behaviours clearly describe how the six core

leadership capabilities are applied to the daily life of

a leader at IKEA.

Our six core leadership capabilities are:

- Develop the business and deliver results
- Lead and develop people
- Inspire and clarify
- Create togetherness
- Find better ways
- Enable change

Activity Two: read the information about how to add emphasis to an important point you want to express.

Adding Emphasis in English

There are a number of ways to add emphasis to your sentences in English. Use these forms to emphasize your statements when you are expressing your opinions, disagreeing, making strong suggestions etc.

Use of the Passive

The passive voice is used when focusing on the person or thing affected by an action. Generally, more emphasis is given to the beginning of a sentence. By using a passive sentence, we emphasize by showing what happens to something rather than who or what does something.

Example:

Reports are expected by the end of the week.

In this example, attention is called to what is expected of an employee (reports).

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Inversion

Invert the word order by placing a prepositional phrase or other expression (at no time, suddenly into, little, seldom, never, etc.) at the beginning of the sentence followed by inverted word order.

Examples:

At no time did I say you should work late. .
Seldom have I seen such disappointing results.

Note that the auxiliary verb is placed before the subject, which is followed by the main verb.

Cleft Sentences: It

Sentences introduced by 'It is' or 'it was' are often used to emphasize a specific subject or object. The introductory clause is then followed by a relative pronoun.

Examples:

It was I who received the promotion.
It is the unions who cause all the problems.

Cleft Sentences: What

Sentences introduced by a clause beginning with 'What' are also used to emphasize a specific subject or object. The clause introduced by 'What' is employed as the subject of the sentence as is followed by the verb 'to be'.

Examples:

What we need is a strong leader.
What he thinks isn't necessarily true.

Exceptional Use of 'Do' or 'Did'

You have probably learned that the auxiliary verbs 'do' and 'did' are not used in positive sentences - for example: *He went to the store. NOT He did go to the store.* However, in order to emphasize something we feel strongly these auxiliary verbs can be used as an exception to the rule.

Examples:

No that's not true. Ingvar did speak to Roberto.
I do believe that you should think twice about this situation.

Note this form is often used to express something contrary to what another person believes.



Activity Three – Answer the questions below using the following words to introduce what you are saying and using the techniques from above to emphasise your point.

- I feel that
- Clearly
- Obviously
- It's essential
- In my opinion
- It seems obvious that
- Essentially
- Basically

1. What are the essential skills you think a leader should have?
2. How can a manager create togetherness?
3. How can a leader enable change?
4. How do you interpret 'inspire and clarify'?
5. Would you add any core leadership capabilities to the list?
6. Do you think the capabilities are listed in order of priority or are they all on the same level?

Activity Four – read the article paying attention to your intonation and stress.

Ingvar Kamprad is the perfect example of a charismatic leader. IKEA is the perfect example of a successful family business. We need to question whether in a family business; the leadership style is influenced by the company culture, structure, and business model/operational strategy, or the other way around.

IKEA was founded as a pure family business, and till today Ikea's values are based on the family business concept. A family business has special features that clearly depict its business model and culture, when compared to other business models. The owner of a family business is usually someone with a strong entrepreneurial character, who sets the company's objectives and operational strategies and wants to be in control over (most of) all the business areas. This has a great impact on the culture; strategic development and success, in the sense that the owner's leadership style and visions are applied fully with little room to diverge from them, relying on his instincts, fully influencing the whole organization.

It is important to mention that one of the characteristics of a family business like IKEA is that the workforce feels that they are part of the family, feeling identified and committed with the organization, boosting their dedication and thus, their performance.

Kamprad has always been the visible head of the organization. Therefore, IKEA is a family business with a very unique and differentiated company culture, fundamentally influenced by Ingvar Kamprad. What can be understood from this is that Kamprad as an owner/leader holds the main role in the success of IKEA.

What is exactly "leading by example", and how does it relate to a leadership style?

As father and head of a family, Ingvar Kamprad has based his leadership style on the concept of family, to all intents and purposes leading "by example". As Kamprad has publicly said, "If there is such a thing as good leadership, it is to give a good example" and "I have to do so for all the IKEA employees".

Kamprad soon realized that the best way to get the best out of his employees was to set an example by encouraging hard work mixed with strict business ethics. Some of Kamprad's other important leadership characteristics such as humbleness, confidence to admit his weaknesses ("There are few people who have made so many fiascos in my life as I have"), his caring nature for all his employees ("Everyone at IKEA should have fun at work, otherwise it's a waste") and his development10, simplicity, frugality, and the constant need to renew, have given IKEA a very distinctive organizational culture. Clearly,

Kamprad is in line with Transformational Leadership. In addition to his attributed charisma, there are four key elements that are characteristic of Transformational Leadership11:

Intellectual stimulation

Inspirational motivation

Individualized consideration

Idealized influence

Reinforcing this assumption, we can see several common elements with Transformational Leadership theories, such as fulfilling other's self-actualization needs, empowering through motivation, and exhibiting confidence in subordinates' ability to attain higher levels of achievement. In addition, Kamprad has some of a democratic and paternalistic leadership style, where employees' input is important not only because of getting specific feedback but also because it makes them feel needed in the organization. This as a result can transform in a higher productivity rate. However, Kamprad also has some features that belong to a more autocratic leadership style where the ultimate decision belongs to him following his vision, probably because this is, as we mentioned earlier, a family business with a strong entrepreneurial character.

Summarizing, Ingvar Kamprad is the perfect example of Transformational Leader, but as an incomplete leader, he also owns some individualistic characteristics that belong to a Transactional leader.

Source
http://testervn.hubpages.com/hub/Ingvar-Kamprads-leadership-style

Questions –

1. According to the text, what makes Ingvar a good leader? (Give examples).
2. According to the article what is his leadership style?
3. What type of business is Ikea
4. What examples are given in the text?
5. Who will one day take over from Sampras?

Activity Five

In your opinion…. (again using the techniques from above to add emphasis to your answers).

What does it mean to…

- Be results driven
- Live IKEA values every day
- Always look for better ways

How can you, in practice

- Act as a change sponsor.
- Prepare for change
- Challenge the here and now

